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for Qualifications
Mixed-Use Development

Yerba Buena Center
Downtown San Francisco

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San Francisco Redevelopment Agency

April 1980

SAN FRANCISCO REDEVELOPMENT AGENCY

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**Request for Qualifications
Mixed-Use Development**

**Yerba Buena Center
Downtown San Francisco**

5/S



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San Francisco Redevelopment Agency

April 1980



Inviting Your Participation:



The City of San Francisco through its Redevelopment Agency is extremely pleased to offer a unique opportunity for development in the heart of its downtown. An area of 21 acres is available for the creation of major hotel, office, residential, retail, cultural, entertainment and recreational uses of a character and quality that will enhance San Francisco's reputation as everyone's favorite city.

I have been involved in this project from its inception and fully support the concept. The Redevelopment Agency will be selecting a developer this summer to accomplish this exciting development, and I welcome your participation in this grand undertaking.

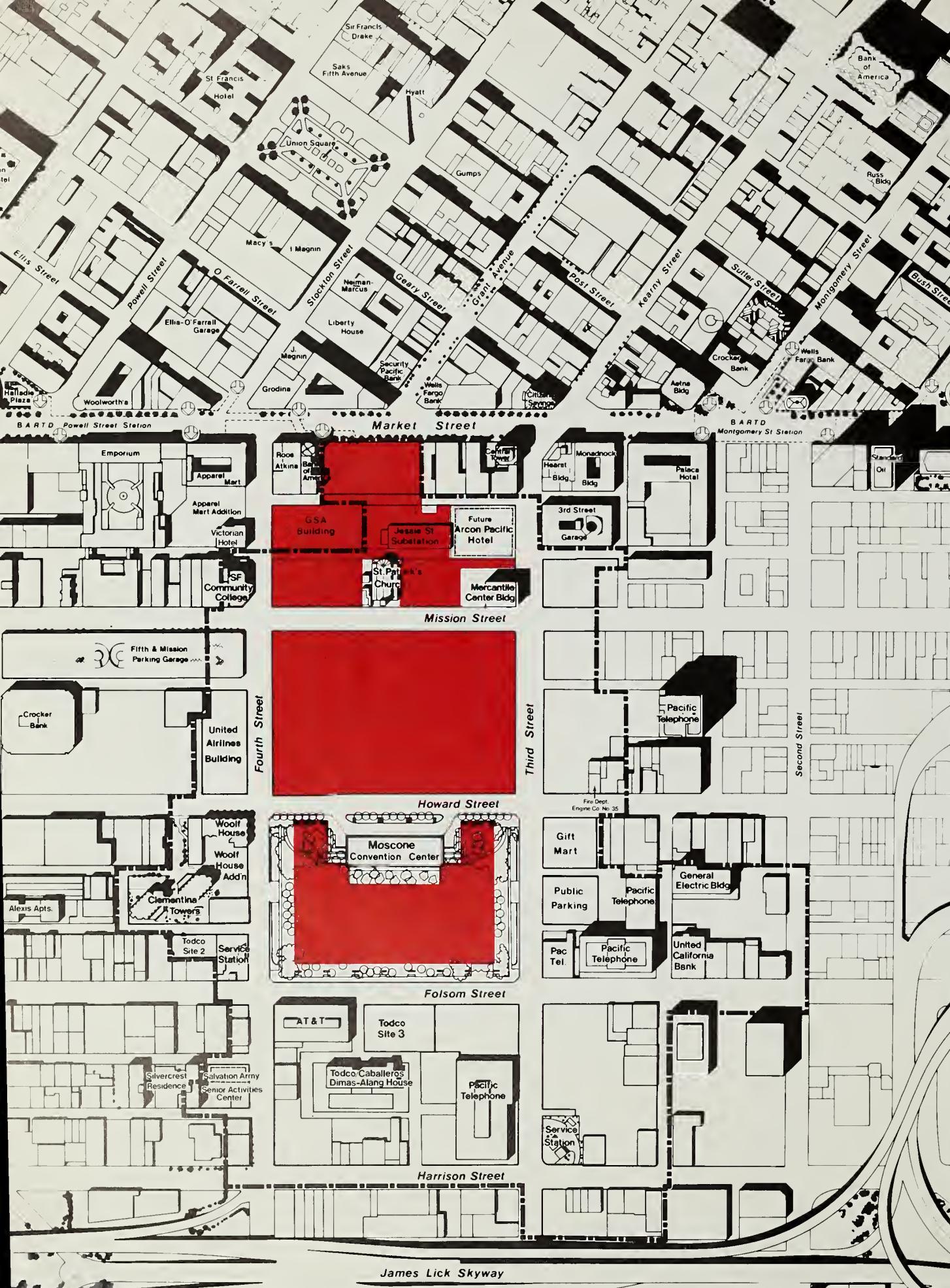
A handwritten signature in black ink, appearing to read "Dianne Feinstein".

Dianne Feinstein
Mayor

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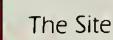
Yerba Buena Center Area



0 50 100 200 500

○ B.A.R.T.D. Entrance

■ Project Boundary



The Site

Introduction

The San Francisco Redevelopment Agency is pleased to announce that it is seeking a developer for a unique large scale development near the retail and financial center of downtown San Francisco. A developer is being sought with the capability to implement this large scale mixed-use development that will encompass a wide range of commercial, cultural and recreational activities on a Site totaling more than 21.4 acres.

The Agency will enter into Exclusive Negotiations with the selected developer based on the developer's qualifications. During Exclusive Negotiations the Agency and the developer will negotiate all aspects of the development program and terms of the sale and lease. The developer will be expected to determine the feasibility of the development, prepare a detailed program, and complete a master plan and basic concept drawings acceptable to the Agency.

The Agency desires to develop a complex of uses of a uniquely San Franciscan character that will be an asset to the City and downtown, complement and create a generally supportive setting for the George R. Moscone Convention Center, provide an environment attractive to our City's working and living population—be a place where people will come to enjoy lunch, where families will spend an afternoon, where our citizens will meet and browse through markets and shops, as well as being a focal point for our many visitors—a place to stay, to shop, dine, and be entertained. A city of great physical charm with significant cultural assets and creative talents, San Francisco provides an opportunity for the developer to take advantage of these attractions and create a unique environment for our City.

The total construction cost of the development program is estimated to be between \$175 and \$250 million in current dollars. The following is an overview of the type and amounts of land uses that could be accommodated in a physically integrated development program:

Hotel:	800-1,500 rooms
Retail & Entertainment:	200,000 sq. ft. minimum
Amusement:	120,000-150,000 sq. ft.
Office:	0-500,000 sq. ft.
Residential:	Permitted per Table II
Cultural:	50,000 sq. ft. (land set aside)
Open Space:	435,000 sq. ft.

The development Site is located in downtown San Francisco, one of the strongest and most viable downtowns in the United States. Retail sales rank fourth in the nation, with estimated 1978 sales for shoppers' goods and eating/drinking of \$860 million. Almost unique among the nation's downtowns, San Francisco is not threatened to any appreciable extent by suburban retail competition. It has the greatest concentration of office space—more than 50 million square feet—on the West Coast, and one of the highest concentrations of first class competitive space in the nation. More than 200,000 persons are employed in the City's downtown office buildings, and virtually no first-class office space is vacant in San Francisco at the present time. The City's 15,000 first-class hotel rooms are the largest concentration on the West Coast, with extremely high occupancy. The approximately 10 million conventioneers and tourists who visit San Francisco annually spend more than \$300 million on retail goods and eating and drinking. Per capita incomes in the metropolitan area served by the downtown are the second highest in the nation, exceeded only by Boston.

The development Site has 360 feet of frontage on Market Street and direct access to the George R. Moscone Convention Center, a \$100 million project that will catalyze development in the south of Market area. The Site is within 5 to 15 minutes walking distance from many of the City's major stores, including Macy's, Emporium, Magnin's, the new Saks Fifth Avenue and the planned Neiman Marcus store.

The Agency wishes to select a single development entity, which may have joint venture partners, for the entire Mixed-Use Development Program. Of primary importance in the selection of the developer will be the overall quality of the team as evidenced by previous work, financial capability, representation of the varied expertises required to undertake the total mixed-use aspects of the program, the ability of the developer to implement a program that will relate to the special quality of San Francisco and the excellence of the land planning, architecture, and design professionals enlisted by the developer. Developers are encouraged to joint venture when necessary to provide the varied expertise needed.

The Site will provide a significant opportunity for a creative and experienced developer to implement an exciting and dynamic program of landmark excellence and national stature in one of the nation's most attractive and viable cities.



Site Environ

The development Site is situated within the Yerba Buena Center Project, an 87 acre redevelopment area. As shown in the accompanying map, the Yerba Buena Center (YBC) Project extends from Market Street to the James Lick Freeway (Interstate 80) which provides access to Peninsula cities to the south and to East Bay cities via the Bay Bridge. At Market Street the Site abuts the southern extension of the City's financial district at New Montgomery Street and the eastern edge of the Union Square hotel district and retail shopping center at Grant Avenue. The southern end of the Site includes the rooftop of the George R. Moscone Convention Center. Market Street is the link for the downtown area to which all major activity relates, and the Moscone Convention Center when completed will be a major draw of people and activity providing a significant focus for the area. These two anchors located at each end of the Site are extremely important to this development opportunity.

The Site is also well located with respect to transit. Market Street is the transit spine of San Francisco and it provides excellent service throughout the City, to the East Bay, Marin, and the Peninsula. The trains of the Bay Area Rapid Transit (BART) utilize the lower level of the Market Street subway, and the new light rail vehicles of the City's municipal railway (Muni Metro) recently began operation on the upper level. Muni buses, trolleys, and street cars provide excellent service through and adjacent to Yerba Buena Center on Third, Fourth, Mission, Folsom, and Harrison Streets. The Southern Pacific train depot is located south of the Site and provides commuter service to the South Bay, and the Trans-Bay Transit Terminal is just west of the Site on First Street.

The Moscone Convention Center, currently under construction and planned to be completed by fall of 1981, will attract up to 20,000 people daily. The complex covers 11 acres and contains 650,000 square feet of space, including a 275,000 square foot, column-free exhibit hall, a 30,000 square foot ballroom, and 31 meeting rooms with capacities of 60 to 600. The catering kitchen has the capacity to prepare and serve 6,000 meals.

The Project Area in general and this development-site in particular are in the path of downtown expansion. The south of Market area once was largely industrial and service commercial in character, but is now experiencing substantial development in both new and refurbished buildings relating to the downtown core rather than fringe activities. The Agency has facil-

tated within the YBC Redevelopment Project new development representing construction costs of \$50 million. Among the completed structures are a seven-story, 400,000 square foot Pacific Telephone Company office building, a six-story, 183,000 square foot American Telephone and Telegraph Company building and a General Electric Company office building containing 130,000 square feet on eight floors above a three-story garage. San Francisco Community College has built an eight-story 63,000 square foot Downtown Center for adult education and the Fifth and Mission Public Parking Garage has expanded to 1,788 spaces. Construction will soon begin on the 300,000 square foot Gift and Gourmet Mart, and the 320,000 square foot United Airlines Building. The Agency has a signed agreement with Arcon/Pacific Ltd. for construction of a 700 room hotel adjacent to the Site. Design of this hotel is being undertaken at this time and all open space areas will be designed to be compatible with and relate to the Mixed-Use Development Program. An 800 car public parking garage adjacent to the Site is being developed by the San Francisco Parking Authority and will begin construction in late 1980.



Market Street near the Site

The Site from above the Ferry Building looking west on Market Street



BARTD Plaza at Powell & Market Streets



The Roos Atkins building at Fourth & Market Streets



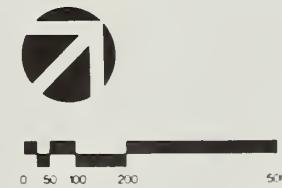
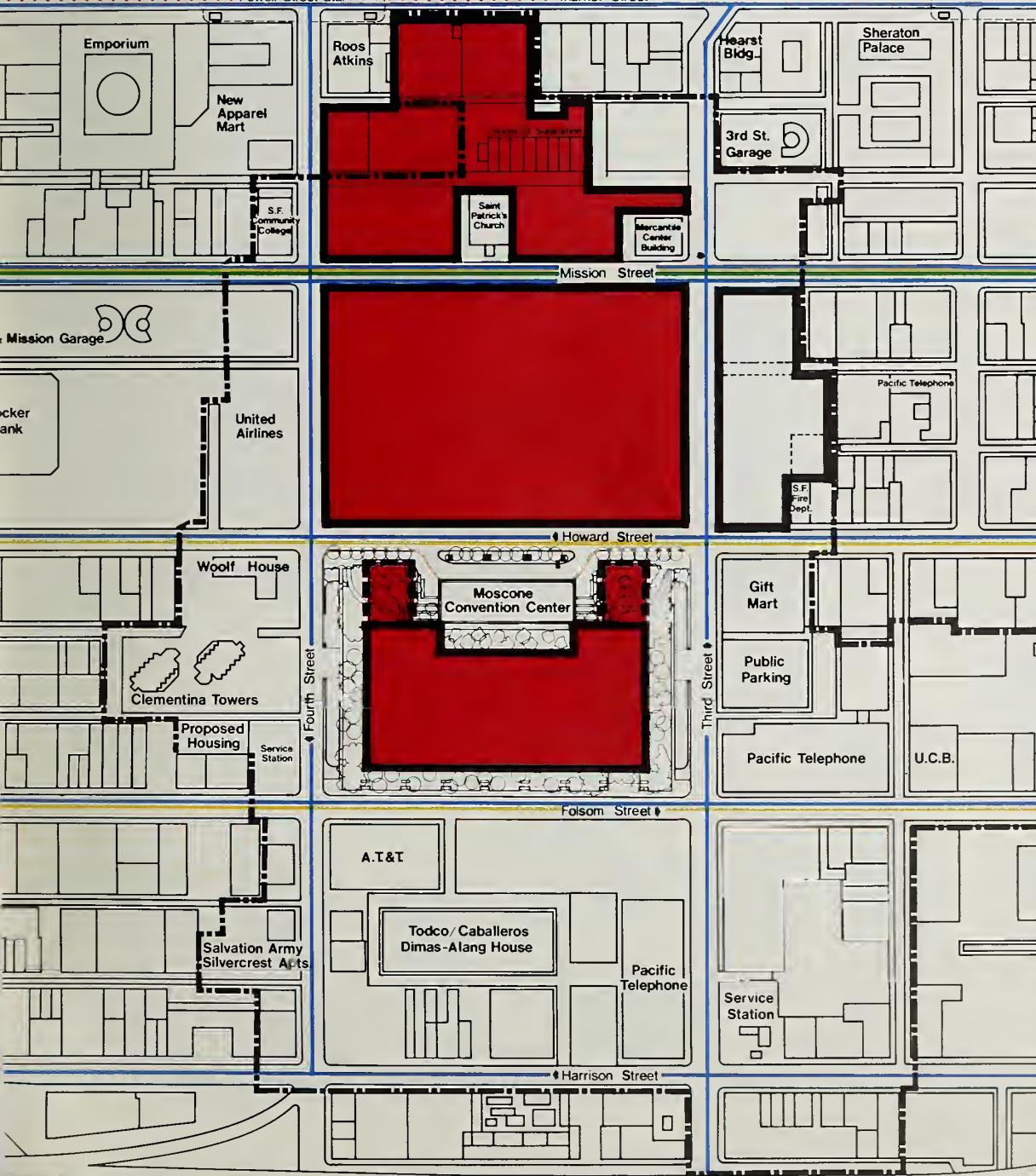
I. Magnin at Union Square



Mission Street Sidewalk Dining

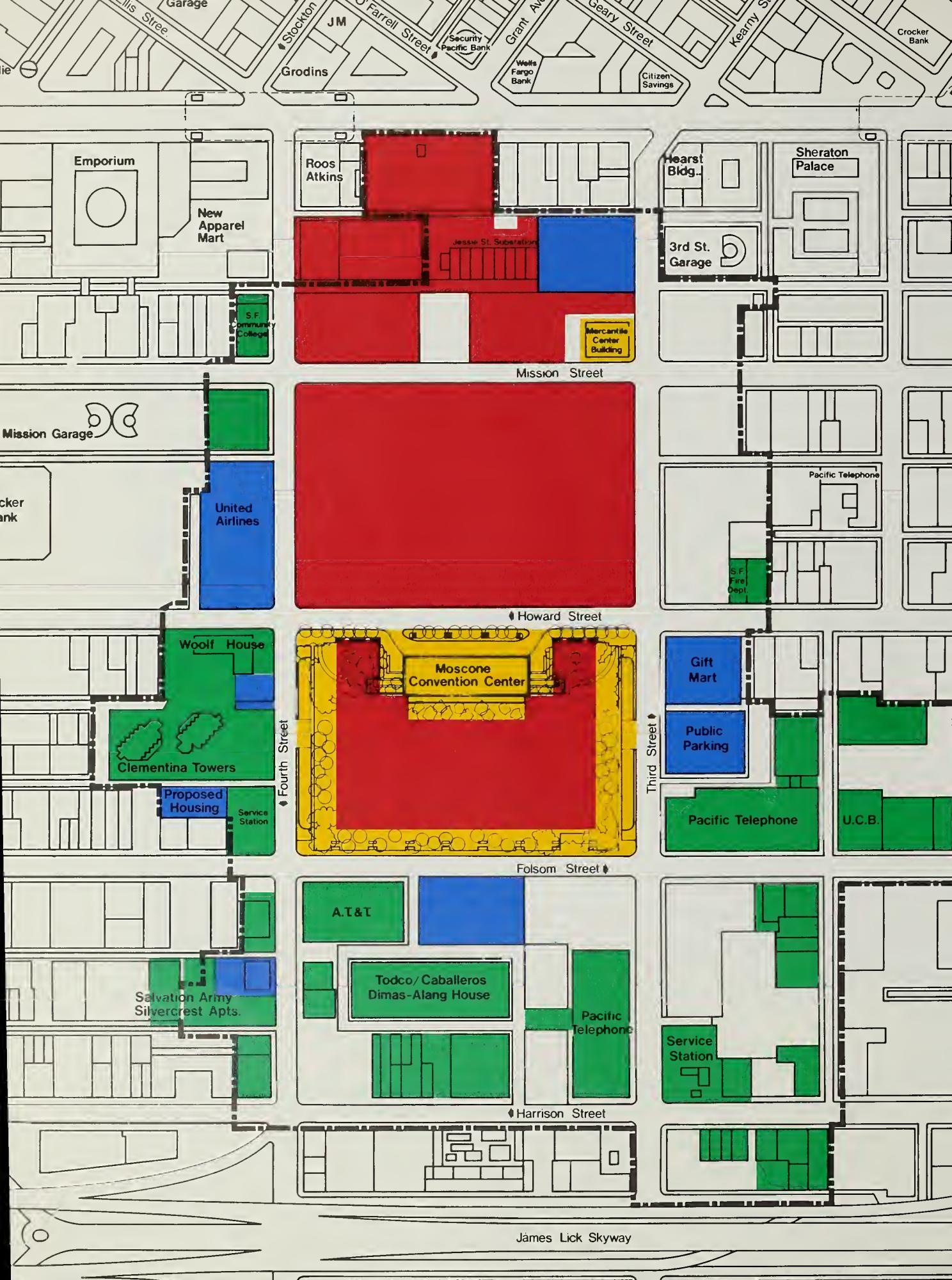


Transit Map



- Project Boundary
- Muni
- Cable Car
- SamTrans
- (B.A.R.T.D)
- Golden Gate Transit
- Site Area

Yerba Buena Center Status Map



0 50 100 200 500

- Project Boundary
- Completed
- Under Construction
- Under Agreement

Status of Development



The San Francisco Gift and Gourmet Mart planned for Third & Howard Streets



San Francisco Community College Downtown Branch at Fourth & Mission Streets



The Yerba Buena Center area has been an important part of San Francisco since the City's beginning. Originally it was one of the most densely populated sections of the City, but its significance has changed with the times. In recent years, as the financial and retail areas of San Francisco continued to develop, Yerba Buena experienced significant decline. Some 20 years ago in an attempt to halt this decay, San Francisco's civic leaders set out to renew and revitalize Yerba Buena Center. The San Francisco Redevelopment Agency was given the assignment to implement the 87 acre Yerba Buena Center—with a convention and sports center and support facilities as the centerpiece. A decade of lawsuits over relocation, financing and environmental matters followed, resulting in a 10 year period in which all development was stopped.

In an attempt to resolve the deadlock the then-Mayor George R. Moscone appointed a prestigious Select Committee to make recommendations to him on the future course for Yerba Buena. After months of public testimony the Select Committee's most significant recommendations included the construction of an underground convention center and the development of a unique urban park, the idea of a local architect and planner, Richard Gryziec, on the surface of the convention center and the adjoining block to the north. The commitment to implement the urban park was a key factor in obtaining broad public support needed for the development of the Moscone Convention Center.

The Agency then began the environmental planning and feasibility studies necessary to implement the total Yerba Buena Center Project, including the urban theme park. This work is now completed and a major portion of the Yerba Buena Center Project, including not only the urban park but a total Mixed-Use Development program, is now ready to go forward.



- Project supported by Mayor Dianne Feinstein
- Development Program for Parcels 2 and 3 recommended by Mayor's Select Committee, September 1976.
- All property except GSA Site has been acquired and substantially cleared.
- George R. Moscone Convention Center now under construction to be completed in late 1981.
- EIR/EIS for entire Yerba Buena Center, completed and accepted. Agency will complete amendment allowing additional hotel prior to action on the Disposition Agreement.
- Agency has initiated contact with local operators and entrepreneurs for entertainment uses with promising results.
- Agency or City will provide off-street improvements, such as sidewalks, street resurfacing, lighting, street trees and street furniture.
- Agency will accomplish street vacation and street demolition in coordination with selected developer.

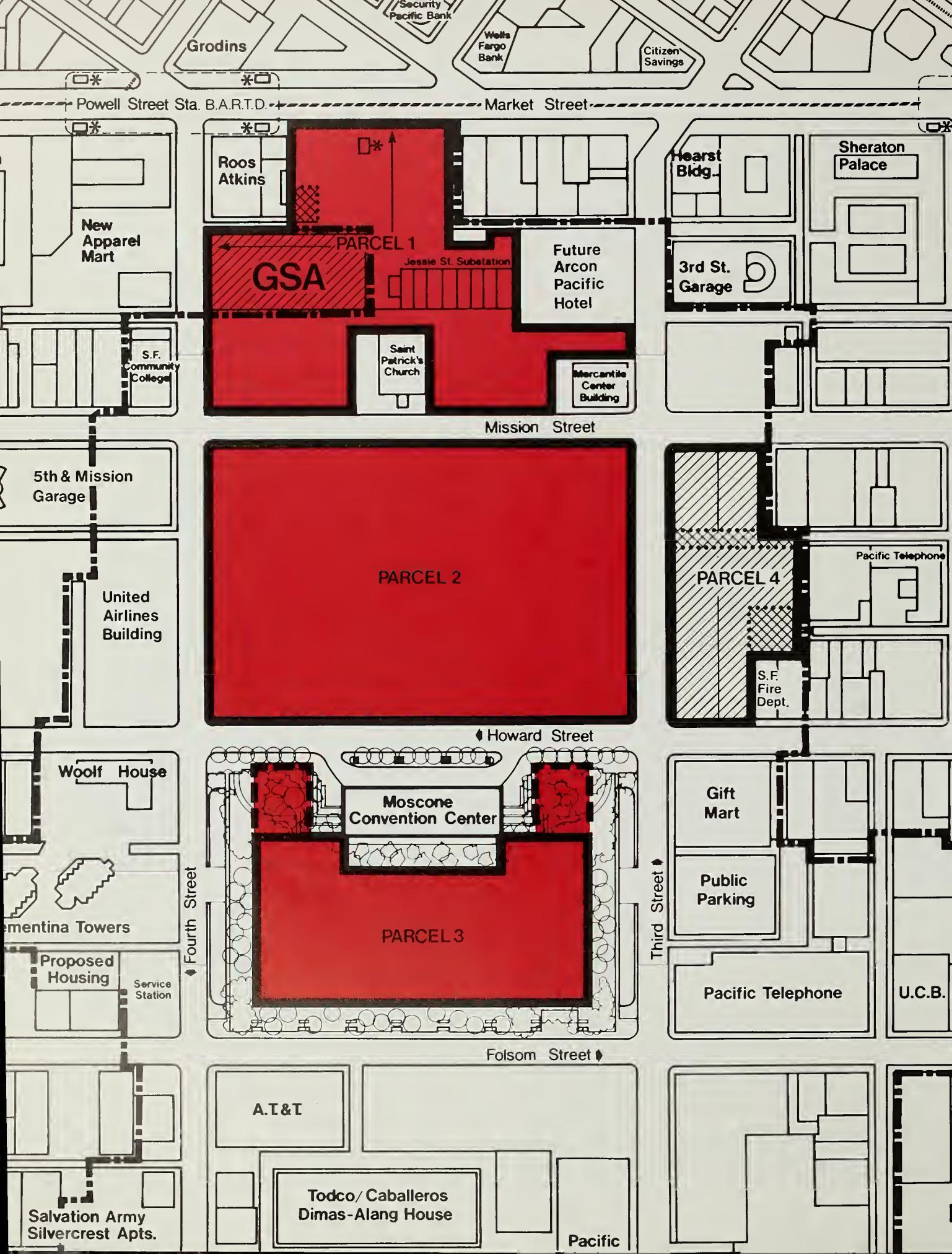


Top: Pacific Telephone and Telegraph Building at Third & Folsom Streets

Far left: American Telephone and Telegraph Long Line Building at Fourth & Folsom Streets

Center: United Air Lines Building to be built at Fourth & Howard Streets

Site and Parcel Map



0 50 100 200

- Project Boundary
- The Site
- Limited Development Area
- Air Rights Only

Salvation Army Silvercrest Apts.

Pacific

Description of Site

The Site is comprised of three separate parcels totaling approximately 21.4 acres and is located between Market Street on the north and Folsom Street on the south, including the rooftop of the George R. Moscone Convention Center, and Third and Fourth Streets on the east and west.

All improvements to be constructed within the property lines of the Parcels, including any required demolition and clearance (except for the GSA structures), new and rehabilitated buildings, plazas, the subway connection, and any pedestrian bridges, are to be undertaken by the developer. The Site, with the exception of the existing GSA improvements and the rooftop of the Moscone Convention Center, will be delivered in an "as-is" condition.

Summary

The following table summarizes the approximate developable area that the Agency will make available to the developer.

Table 1
Summary of Parcel Sizes

	With GSA Property	Without GSA Property
Parcel 1	272,000 sq. ft.	210,000 sq. ft.
Parcel 2	454,000	454,000
Parcel 3	205,000	205,000
Parcel 4	-0-	128,000
Total	931,000 sq. ft. (21.4 acres)	997,000 sq. ft. (22.9 acres)

Parcel 1

Parcel 1 is the northernmost block between Market, Mission, Third and Fourth Streets, adjoining the financial and retail districts. The total area of Parcel 1 is 6.2 acres and includes an existing building, the Jessie Street Substation, which occupies a 16,000 square foot area and is to be rehabilitated for cultural or commercial use as part of this program for Mixed-Use Development. The Jessie Street Substation is on the National Register of Historic Buildings. 47,790 square feet of this Parcel are currently owned by the General Services Administration (GSA) of the U.S. Government. An existing building which is no longer used occupies the property, and GSA has indicated that it will entertain an exchange of this property for another in the general area. Following the exchange, the present GSA

property will be cleared and made available to the developer. It is anticipated that a decision by GSA in principle will be forthcoming shortly after the Agency accepts an Offer to Negotiate Exclusively in response to its Request for Qualifications and that final negotiations with GSA and transfer of title will be concluded within approximately 10 months after the issuance of this Request for Qualifications.

If the GSA property is acquired the Agency plans to vacate Jessie Street and the portion of Stevenson Street adjoining GSA which lies within the Redevelopment Project Area to provide one large developable building site. Access for service and emergency vehicles will need to be maintained for remaining buildings on Market Street, and emergency access will need to be maintained to the center of the Parcel if portions of the street are vacated. A limited amount of replacement parking for St. Patrick's must also be provided by the developer. If the Agency is unable to reach agreement with GSA, the remaining property available on Parcel 1 will be 4.8 acres (210,000 square feet).

If the GSA property is unavailable the Agency will provide Parcel 4 or another acceptable property as a substitute location for the hotel. Parcel 4 is a 2.7 acre parcel located on the east side of Third Street between Mission and Howard Streets. The Parcel includes the air rights over Minna Street and over the cul-de-sac for Natoma Street, which the Agency intends to provide for development.



The South Facade of the
Jessie Street Substation



The total frontage on Market Street is 360 feet, and the developer will build both Market Street Plaza and a connection to the BART and Muni Metro subway system including adjoining retail and entertainment space. This connection has been completed from the BART/Muni Metro station to the property line of Parcel 1 on Market Street. The developer may also provide direct connections to the hotel and office building or any other development on this Parcel from the subway tunnel.

The buildings located on the Market Street block (Parcel 1), which are not included within this Parcel include the building on Fourth and Market Streets which houses the Roos Atkins apparel store; the building housing a branch of Bank of America adjoining it on Market Street; several buildings east of Parcel 1 on Market Street (with ground floor retail uses; St. Patrick's Church on Mission Street), the Mercantile Building, an historic structure currently undergoing rehabilitation as an office/retail building, located at the northwest corner of Third and Mission Streets; and the Arcon/Pacific Ltd. property designated for a hotel.

The Agency has an agreement with Arcon/Pacific Ltd., under the terms of a previous master contract, for the development of a 700 room hotel on Third Street to the east of Parcel 1 and north of the Mercantile Building. The exact configuration of this hotel is currently being determined, and it is planned to relate to the adjoining plaza and buildings to be developed as part of this Mixed-Use Development.

The Agency will be responsible for the demolition of the GSA building, including the footings, foundations, slabs, etc., except those needed to buttress adjacent streets. The terrain within the Parcel itself varies significantly because of the demolition of buildings which have in certain instances had basements, leaving footings, foundations and some slabs in place. Where fill has been placed it has not been uniformly compacted. Except for the GSA property, Parcel 1, will be delivered in an "as-is" condition.

Parcel 2

Parcel 2 is a 10.5 acre superblock located south of Parcel 1 between Parcel 1, the George R. Moscone Convention Center (Parcel 3), Third Street and Fourth Street. All buildings have been demolished and the surrounding streets have generally less than a 1.5% grade. The terrain on the parcel varies signifi-

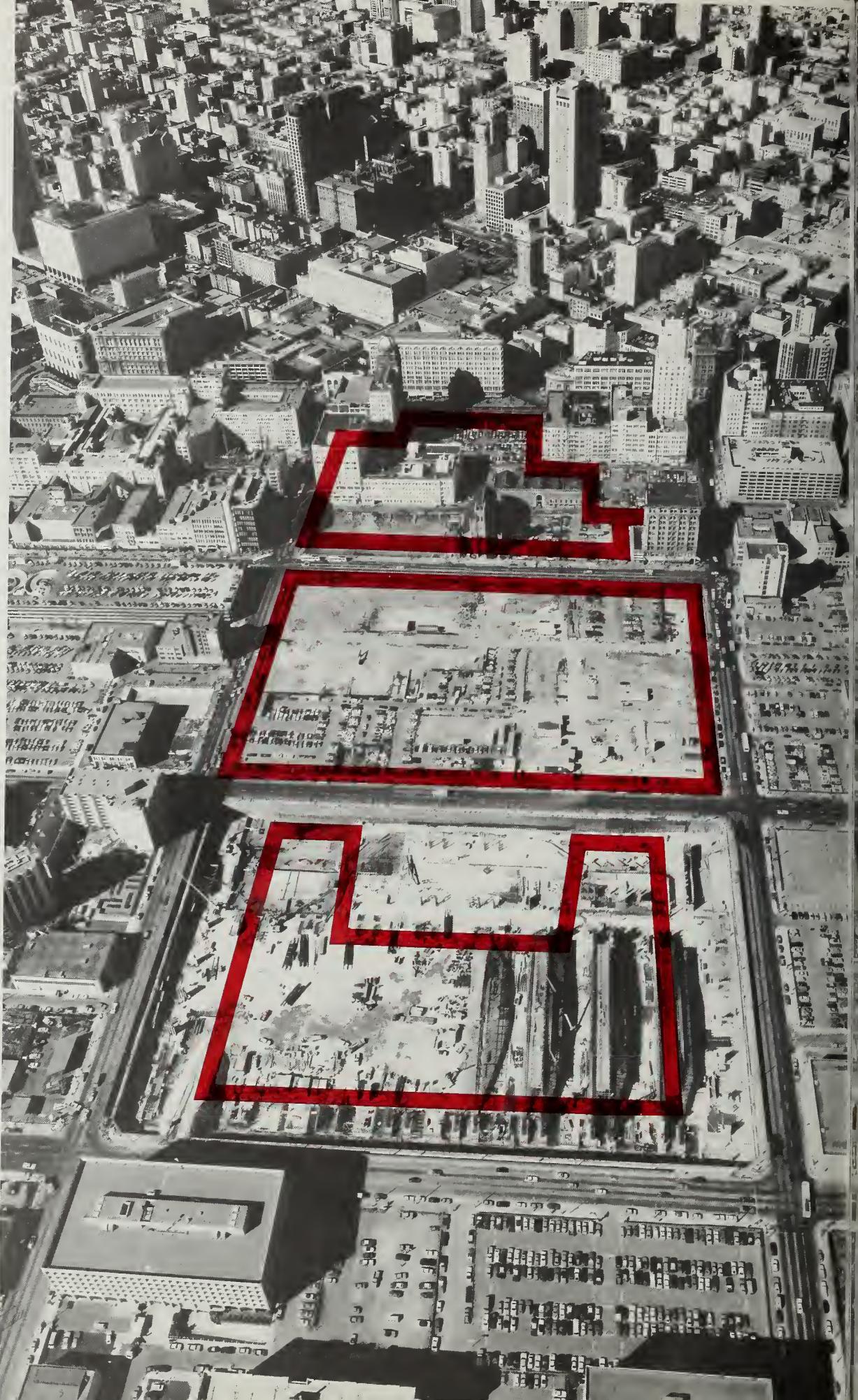
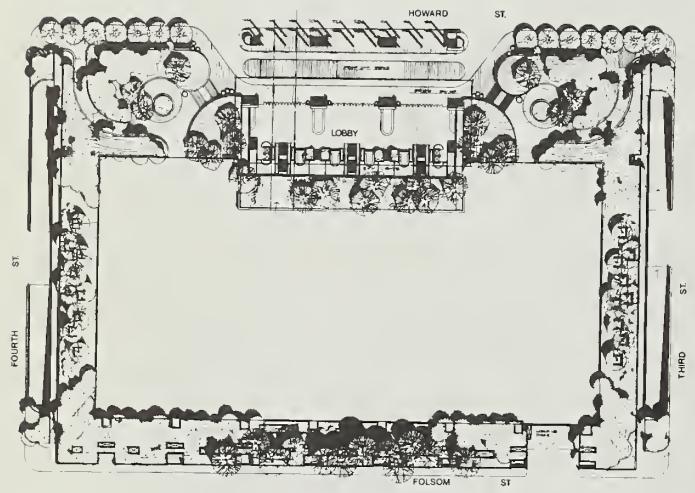
cantly because buildings have been demolished and the basements, foundations, retaining walls and in some instances floor slabs have been left in place. Where fill has been placed it has not been uniformly compacted. Parcel 2 will be delivered in an "as-is" condition.

Parcel 3

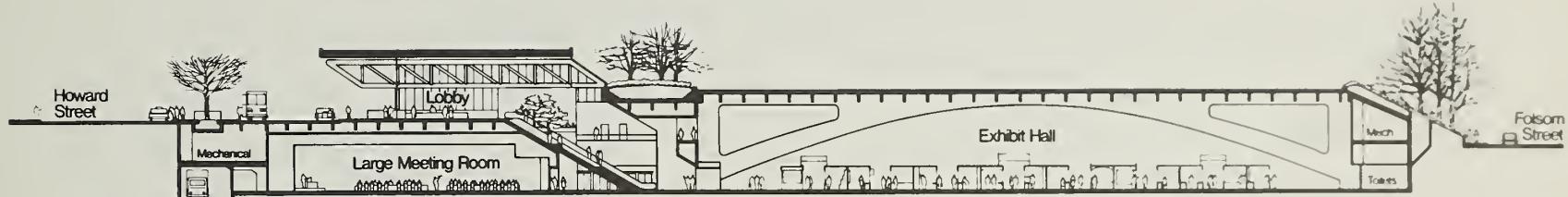
This Parcel is the 4.7 acre surface area located on the top of the George R. Moscone Convention Center. Parcel 3 is available for development as part of this Mixed-Use complex for uses similar to and compatible with Parcel 2 by a sublease with the City and County of San Francisco. The rooftop of the Moscone Convention Center has two corner areas that are available for development as transition from the streets or Parcel 2 via pedestrian bridges. The surface areas of the corners are not included in the 4.7 acres of developable surface on the rooftop. These corners can be developed in a park-like manner with kiosks and other minimal structures which would enhance both the transition to the rooftop and the view of the lobby of the Moscone Convention Center.

The rooftop of the Moscone Convention Center is approximately 12 feet above Howard Street and varies from 18 feet to 26 feet above Folsom. Pedestrian access is planned for both corners of Howard Street, and accommodations can be made at the Folsom Street corners for pedestrian access as well. Pedestrian and vehicular access to the rooftop from both Third





The George R. Moscone
Convention Center under Construction



The George R. Moscone Convention Center—Transverse Section



The George R. Moscone Convention Center—Entrance Level

and Fourth Streets cannot be accommodated due to the design of the Moscone Convention Center. Access to sanitary and storm sewer lines will be available at rooftop connection points as shown by the Exhibit Hall Roof Plan, and other utility laterals will be provided to the edge of the rooftop at the four corners of the roof by the City. The rooftop slopes minimally for drainage purposes. An area for a truck loading dock which can accommodate an elevator is provided on Folsom Street, and vehicular access for service can also be provided at the two corners of Howard Street. The rooftop has been designed to carry 300 psf (pounds per square foot) dead loads and 100 psf live loads to accommodate three story steel frame structures, or equivalent alternate structural systems.

Pedestrian bridges can be accommodated on Howard Street at both corners, and through the Moscone Convention Center lobby. The Moscone Convention Center property, including the rooftop, is leased to the City of San Francisco. Due to certain provisions of the lease and bond sale that financed construction, the rooftop air rights must be subleased rather than sold.

The Board of Supervisors and the Chief Administrative Officer (CAO) of the City must approve sublease terms and land uses for the rooftop of the Convention Center. Under a current agreement the Agency is acting on behalf of the City to identify a developer.

Parcel 4

This Parcel is located on the east side of Third Street, between Mission and Howard Streets, and is divided at the northern end by Minna Street. The Agency will provide either this or another acceptable parcel for the hotel if the GSA property is not available. If Parcel 4 is utilized for the hotel, the Agency intends to provide to the developer the air rights over Minna Street leaving the street open for vehicular access, and over the cul-de-sac which the Agency will construct. This Parcel is only available if the building site that would include the GSA area on Parcel 1 is not available. The Parcel is basically level and the land has been cleared of all buildings with the exception of one structure that will be demolished by the Agency.

Development Objectives and Criteria

The Agency desires that the Site be developed in a manner that will reflect the style of the City and which strongly relates to the immediate environs of the Site. The selected developer is expected to work with the Agency to achieve this goal and to meet the following Objectives and Criteria which are the result of extensive studies undertaken by the Agency. The Objectives and Criteria are intended to indicate to the developer the degree of importance the Agency attaches to certain items, and the extent to which the Agency requires that development occur in a specific manner.

Objectives

1. The Agency desires that the developer achieve an imaginatively conceived mix of commercial, entertainment, recreation, residential and cultural uses that will be a major attraction in San Francisco for residents and visitors alike. In both business and creative fields, San Francisco is a unique city with a great diversity of talented people. This development will provide an opportunity for San Franciscans to contribute their talents as operators and tenants creating a uniquely exciting and viable place in the City. It is desired that the developer utilize the local reservoir of available talent to operate theaters, unusual fairs, restaurants and shops and to conduct special exhibits and performances to the extent that is feasible.
2. It is envisioned that Parcel 1 can accommodate a variety of uses including major retail, hotel, residential and office uses; possibly, cultural, and recreational uses; a public plaza that will serve as a gateway to the entire development; a concourse that could include retail uses linking the Site to San Francisco's underground transit system; and the existing Jessie Street Substation, a structure of exceptional architectural merit, historic interest, and reuse potential. Parcel 2 will accommodate a wide range of retail, recreation, amusement, entertainment, and cultural uses in a landscaped setting of unusual distinction; this Parcel may need controlled access to provide the necessary security, and a gate charge might be necessary to provide the desired control. Parcel 3, the rooftop of the Moscone Convention Center, will accommodate uses similar to those of Parcel 2 compatible with the operation of the Moscone Convention Center. Parcel 4 or other acceptable property will be made available for a hotel if part of Parcel 1 is not available (see description of Parcel 4 for additional detail).

3. The Market Street Parcel — Parcel 1 — is desired to be developed as a mixed-use urban environment with hotel, office, retail, residential and other related uses complementing both Market Street and the Moscone Convention Center. The Agency envisions that these uses will be physically integrated in the true mixed-use sense and prefers residential uses over offices.

4. The Agency desires that the Superblock to the south — Parcel 2 — and the rooftop of the Moscone Convention Center — Parcel 3 — accommodate low density development in a landscaped setting of high amenities, including mature landscaping, street furniture, fountains, gazebos, and comparable features.

The objective is to achieve an "urban garden"; to create something uniquely San Francisco with uses that could include fairs, children's theaters, markets, shops and a variety of other activities; to have places for people to dine, relax and enjoy the City in a casual atmosphere in a garden setting.

It is expected that the open space on this block will be designed with extensive landscaping and also developed to accommodate large public gatherings. The character of the open space should be park-like and established with the use of large trees, plants and flowers.

Criteria

1. **Permitted Uses:** Permitted uses on each Parcel are described in an accompanying Table 2. The uses the Agency **desires** on each block are shown under the category of "Desired Development Program" on this Table. No uses other than those shown in the Table will be permitted under any circumstances, and the Agency expects the "Desired" program to be developed.

It is the developer's obligation to design a complex of buildings on Parcel 1 which meets high standards of urban design and architecture. The ability of the developer to build all the permitted maximum uses on Parcel 1 shown on Table 2 as the "Desired Development Program" is contingent upon the developer achieving the quality of urban design and architecture desired and the developer's needs to include them in the program for project feasibility.

The accompanying Table 3 indicates one of several potential illustrative programs for 250,000 square feet of income

Yerba Buena Center Mixed-Use Development Permitted and Desired Development Program

Table 2

Parcel 1		Parcels 2 and 3	
Permitted	Desired Development Program*	Permitted	Desired Development Program
Hotel	800-1,500 Rooms	Retail	70,000 sq. ft. minimum***
Retail-Entertainment	80,000 sq. ft. min. Required at all areas adjoining open space**. Additional uses at transit entrance and connection, and elsewhere are highly desired.	Entertainment	60,000 sq. ft. minimum
Office	0-500,000 sq. ft.	Amusement	120,000-150,000 sq. ft
Residential	0-500 units	Cultural	50,000 sq. ft. minimum****
Recreational	Developer Discretion	Hotel	0
Cultural	Developer Discretion*****	Office	0
Parking	Limited to 7% of gross building area.	Parking	As required by developer consistent with development criteria.
		Recreational	As desired by developer
		Residential	As desired by developer*****

*The ability of the developer to build all the permitted maximum uses shown will be contingent upon the developer achieving the quality of urban design required and on the developer's need to include them for project feasibility. Certain trade-offs between uses will need to be made by the developer to accommodate the development requirements.

**Hotel, public uses and cultural uses may also adjoin open space.

***However, no department store or major specialty store in excess of 20,000 sq. ft. to be included under the "Desired Development Program" in Parcels 2 and 3.

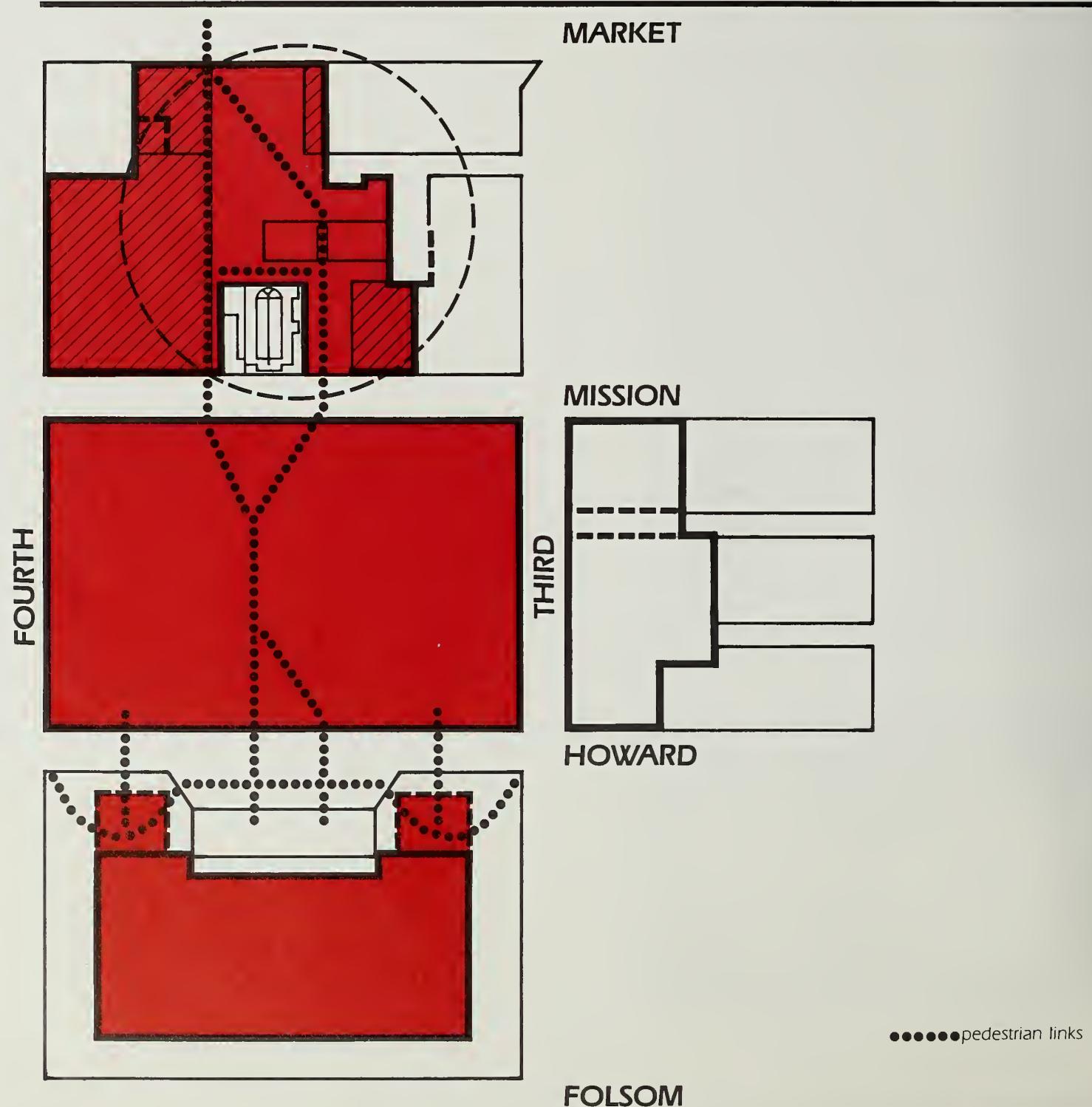
****Cultural Uses: 50,000 sq. ft. of land area in Parcels 1, 2 and 3 must be set aside for cultural uses, a minimum of 10,000 sq. ft. of land area must be provided on Parcels 1 and 2 by the developer for these uses.

*****Must be provided in a manner compatible with the recreation-entertainment uses that include nighttime and weekend activities.



Suggested Pedestrian Links

THIS SKETCH INDICATES SOME POTENTIAL METHODS OF CREATING THE PEDESTRIAN LINK REQUIRED BETWEEN MARKET STREET AND THE LOBBY OF THE MOSCONE CONVENTION CENTER.



producing gross leasable area (GLA) for Parcels 2 and 3. The table is provided to convey a general idea of a program which would also include a minimum allocation of 10,000 square feet of land for development of cultural uses on Parcels 1 and 2, and a total of 50,000 square feet on Parcels 1, 2 and 3. The developer is free to develop more than 250,000 square feet within the Criteria of this Request for Qualifications.

2. **Plazas:** A plaza on Market Street which will create the Market Street entrance for the development and be the beginning of the pedestrian link through Parcels 1 and 2 to the George R. Moscone Convention Center is required as well as a plaza on Mission Street to expose the Jessie Street Substation.

3. **Pedestrian Link:** The Agency requires that a pedestrian link be provided between Market Street and the lobby of the George R. Moscone Convention Center located to the south through both Parcels 1 and 2 which would relate to and interact with adjoining commercial uses. The Market-Mission pedestrian link should relate to the Market and Mission Street Plazas. A mid-block grade crossing is allowed at Mission Street and pedestrian bridges will be permitted over both Mission and Howard Streets (the trolley operates currently and will continue to operate on Mission Street). The pedestrian link to the Moscone Convention Center will be part of the open space network and should be intermixed with active uses such as restaurants and entertainment facilities that encourage pedestrian use, and increase the security of public areas.

The sketch shown on Page 16 indicates an approach that the Agency feels is thoughtful and well planned in achieving the desired relationships for the Market Street Plaza, the pedestrian link from Market Street to the Moscone Convention Center, and the open space in connection with the Jessie Street Substation and St. Patrick's Church, but is only intended for illustrative purposes. The developer is free to and encouraged to develop creative solutions for the pedestrian link.

4. **Jessie Street Substation Rehabilitation:** The Jessie Street Substation and St. Patrick's Church (which is not part of the site) will both remain, and are of historic and architectural

merit. The Jessie Street Substation has significant reuse potential, and the developer is required to rehabilitate this structure for cultural, retail, entertainment, or office use. The gross leasable area (GLA) of this structure would total approximately 35,000 square feet, based on a rehabilitation study that will be made available to the developer on request. The developer, coordinating closely with the Agency, will develop design guidelines and controls for reuse of this building; major considerations will be faithful restoration of the south facade, pedestrian entry on the Market Street side, creation of outdoor activity on the north and south sides of the building, and possible pedestrian access through the building between Market and Mission Streets. The building is on the National Register of Historic Buildings and, as such, subject to restrictions regarding rehabilitation.

5. **Building Coverage, Parcel 1:** On Parcel 1, open space will be required for the creation of the pedestrian link, the open space necessary to enhance the Jessie Street Substation and St. Patrick's Church, and the Market and Mission Street Plazas. All remaining land may be developed at 100% coverage in the context of high quality urban design.

6. **Building Coverage, Parcels 2 and 3:** Building coverage on Parcel 2 is limited to 40% and on Parcel 3 to 60% in order to insure a park-like environment. (The open space includes all pedestrian areas.)

7. **Building Heights, Parcel 1:** The Agency desires that building heights be limited to 280 feet; that the height of buildings be lower as required to provide light and sun to open spaces, and that the buildings above 280 feet to a maximum of 400 feet be permitted as a bonus for special undertakings of the developer elsewhere on the Site and for residential and hotel uses. Any such height or bonus will be negotiated with the Agency during the period of Exclusive Negotiations.

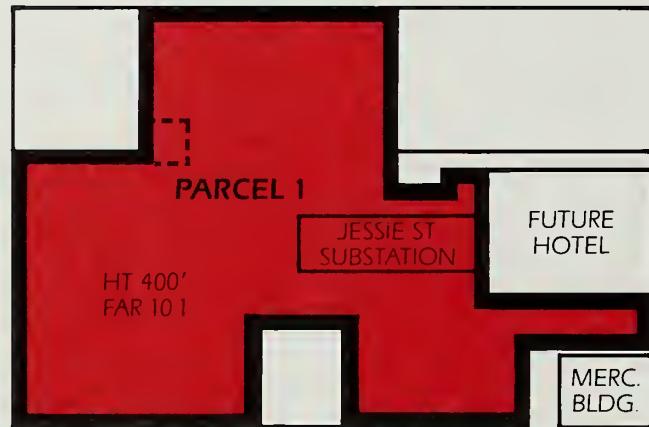
8. **Building Heights, Parcels 2 and 3:** On Parcel 2, heights shall be limited to 80 feet and on Parcel 3 to 60 feet.

9. **Building Bulk:** The maximum permitted building length for the portion of a structure above 150 feet is 170 feet and a maximum diagonal dimension is 200 feet.

Permitted Development Intensity Maximums

THE MAXIMUM BUILDING HEIGHTS AND FLOOR AREA RATIOS THAT WILL BE PERMITTED UNDER ANY CONDITIONS ARE SHOWN ON THIS DRAWING.

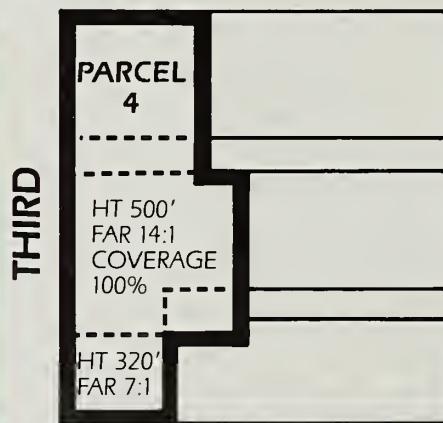
MARKET



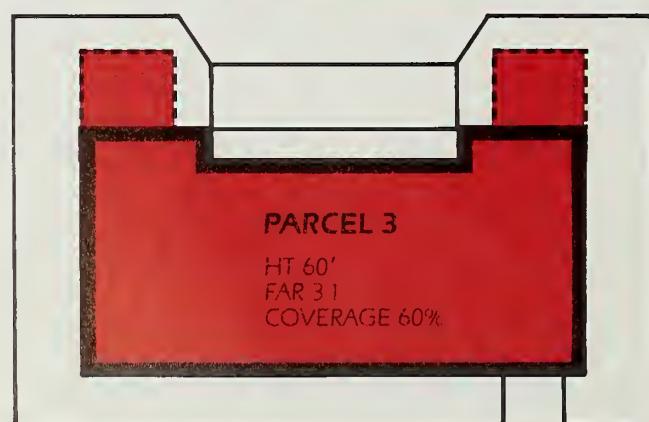
FOURTH



MISSION



THIRD

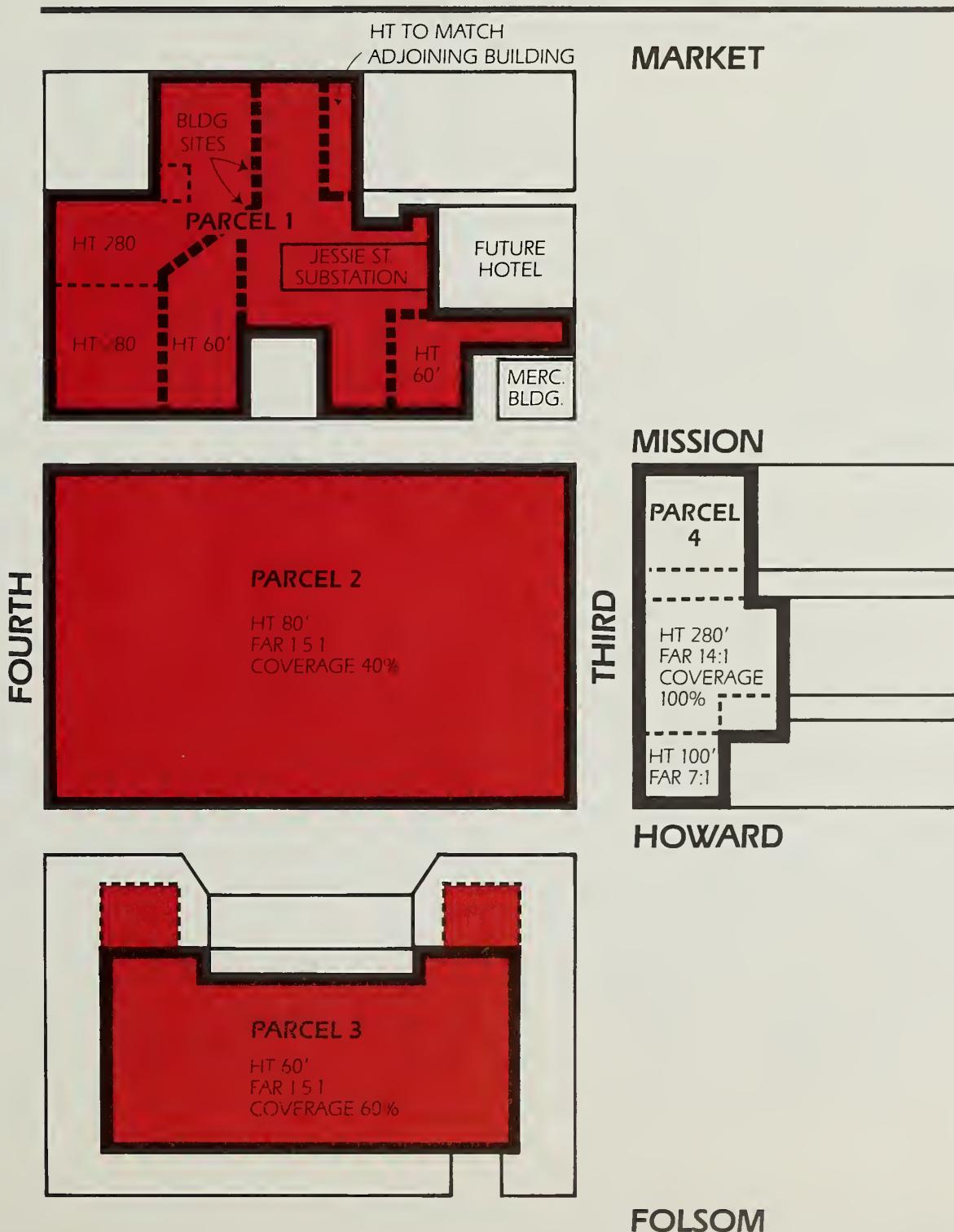


HOWARD

FOLSOM

Suggested Development Intensities and Potential Building Sites

SOME SUGGESTED BUILDING LOCATIONS, HEIGHTS AND FLOOR AREA RATIOS ARE SHOWN ON THIS DRAWING, BUT ARE SHOWN FOR ILLUSTRATIVE PURPOSES ONLY. ADDITIONALLY, THE 280 FOOT BUILDING HEIGHT ON PARCELS 1 AND 4 IS THE MAXIMUM HEIGHT DESIRED BY THE AGENCY ON THESE PARCELS. BUILDING ABOVE THIS HEIGHT WILL BE PERMITTED FOR RESIDENTIAL AND HOTEL USES.



10. **Howard Street Frontage:** Proposed development along Howard Street and opposite the Moscone Convention Center lobby must be active and harmonious with the Moscone Convention Center and encourage pedestrian interaction.
11. **Folsom Street Frontage:** The Agency desires some pedestrian interaction on the Folsom Street corners to relate to development to the south of the Site.
12. **Parcel 3 Development:** The Agency requires that Parcel 3 —the rooftop of the Moscone Convention Center— be developed as part of this Mixed-Use Development Program. The development of Parcel 3 shall be planned during the initial feasibility and master planning efforts for the total Site by the developer. The Agency will require that Parcel 3 be developed with Parcels 1 and 2 and a phased development of the Parcels may be acceptable to the Agency. During the period of Exclusive Negotiations, a schedule and program for the implementation of Parcel 3 will be prepared..
13. **Parking:** Parking studies conducted by the Agency indicate that there may be a deficit of parking spaces in the Yerba Buena Center at full build out of the redevelopment area, and that a major portion of the parking will probably need to be provided as private parking specifically for this development by the developer. Currently the public parking garage at Fifth and Mission has parking available on evenings and weekends totaling more than 1,400 spaces. Some portion of the parking could possibly be provided by a nonprofit parking corporation. The developer will need to develop a parking plan for the development.

Parking can be provided to a limited degree on Parcel 1 (maximum 7% of gross building area) and on Parcel 2 (or as part of development of Parcel 4 if that Parcel rather than the northerly location near Market Street is made available for hotel development) to the extent required for the Mixed-Use Development Program. Parking within the Site must be carefully designed to be as invisible as possible from the street or pedestrian link open space. Its design must be consistent with the provision of substantial amounts of open space, including mature trees and landscaping in Parcel 2. The mixing of parking facilities with other uses is encouraged to reduce visual impact of parking. Typical above grade parking structures will not be per-

mitted on Parcels 1 or 2, and most probably parking will be subterranean.

14. **Emergency Access:** Access for emergency vehicles must be provided from surrounding streets to the interior of all Parcels and will be coordinated with City Departments.
15. **Parcel 3 Areas with Limited Development Capability:** The areas immediately adjoining the Moscone Convention Center lobby are to be included in the development program for Parcel 3. Development of these two areas must be done in a manner that will not hinder visibility of the Moscone Convention Center lobby. Small structures such as kiosks and outdoor vendors in a landscaped setting will be permitted.

Table 3
Parcels 2 and 3 Illustrative Program

This illustrative program is provided as a general indication of what might be developed, but is not meant to indicate specific preferred uses. A list of various uses that might be included is provided in the Additional Data Available.

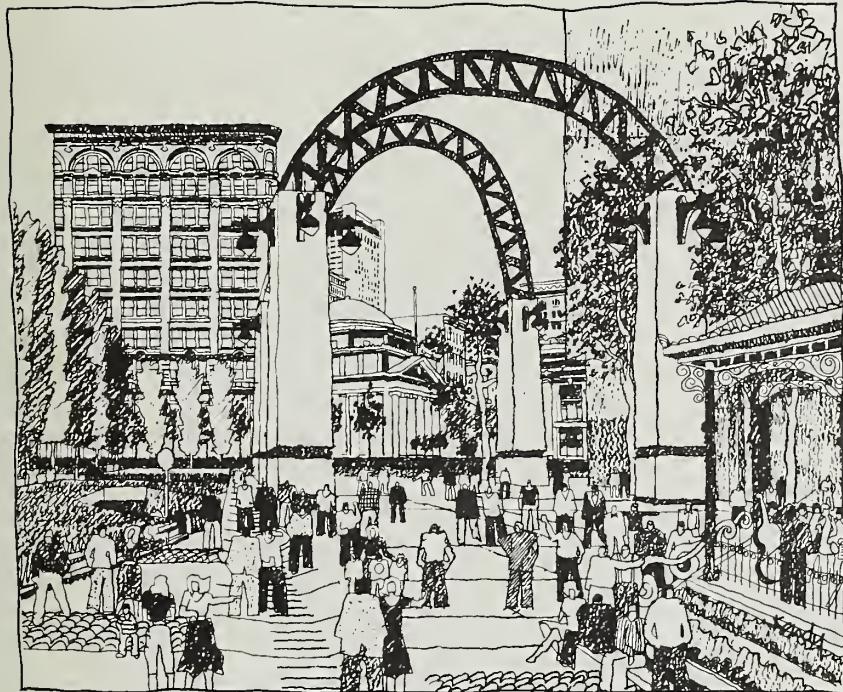
INCOME PRODUCING GROSS LEASABLE AREA:

Retail	— 70,000 sq. ft.	
Farmer's and Wine and Gourmet Markets	30,000 sq. ft.	
Restaurants, Cafes	20,000 sq. ft.	
Specialty Shops	20,000 sq. ft.	
Entertainment	— 60,000 sq. ft.	
Disco/Cabarets	15,000 sq. ft.	
Cinemas/Special Effects/Theaters	20,000 sq. ft.	
Dance Pavilion	15,000 sq. ft.	
Outdoor Performing Facilities	10,000 sq. ft.	
Amusements	— 120,000 sq. ft.	
Children's Creative Play Area	40,000 sq. ft.	
Children's Rides, Games, etc.	40,000 sq. ft.	
"Exploratorium" or Lawrence Hall of Science-type Indoor Area	40,000 sq. ft.	
Total	250,000 sq. ft.	

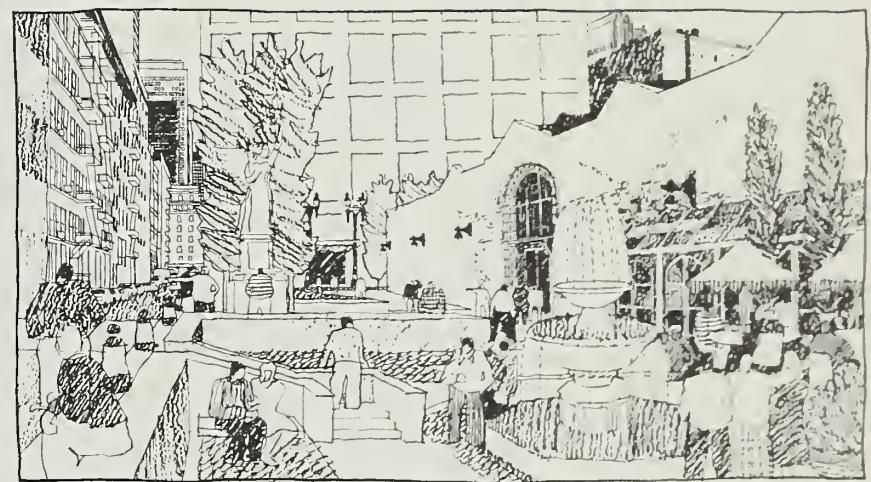
NON-INCOME PRODUCING:

Cultural	— 50,000 sq. ft. (land area to be set aside)	
Theaters, Museums, International Exhibits	50,000 sq. ft.	

Grand Total **300,000 sq. ft.**



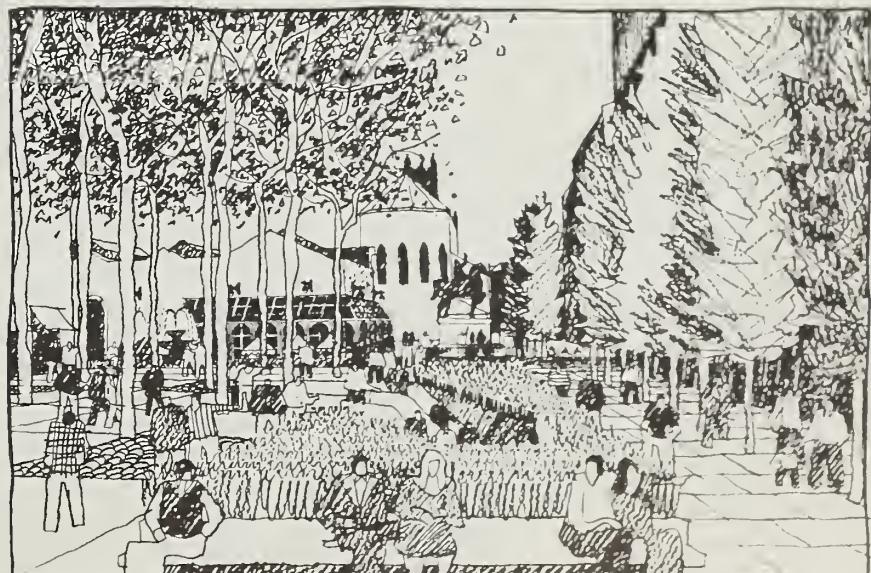
The Market Street Entrance to the Site



The Market Street Plaza adjoining the Jessie Street Substation



The pedestrian link to Mission Street



The Mission Street Plaza adjoining St. Patrick's Church

Developer Obligations

The Agency will maintain a flexible posture that will enable the developer to move forward with an imaginative design and development approach. Certain items of the overall development must, however, be required of the developer by the Agency. These items are as follows:

1. The Developer will be solely responsible for operation and maintenance including security of all outdoor spaces in the development Parcels. The Agency will be concerned that the developer have a thorough and complete program for maintenance and security and the City or Agency will not be in a position to provide any ongoing support in this regard.
2. The developer must rehabilitate the Jessie Street Substation for reuse for cultural, entertainment, or commercial activities.
3. Mitigation requirements in the Environmental Impact Report and Environmental Impact Statement (EIR/EIS) for YBC must be satisfied, and include:
 - a. Commitment of one percent of the gross construction cost to provision of fine art.
 - b. Exploration of energy-conservation systems.
 - c. Monitoring construction activities for the presence of significant archaeological resources.
 - d. An arrangement with HUD regarding undertaking protective measures to insure the exterior preservation of three buildings, on Parcel 1—the Jessie Street Substation, and two adjoining buildings—St. Patrick's Church and the Mercantile Building. The Agency is currently negotiating the nature of the arrangement and determining what will be required to provide the necessary assurances regarding the preservation of these buildings.
4. The developer must, as a minimum, reserve approximately 10,000 square feet of land in Parcels 1 and 2 and a total of 50,000 square feet of land in Parcels 1, 2 and 3, for future use by cultural institutions such as museums, exhibits, and theaters. These locations are to be fully landscaped by the developer until the cultural use is developed. Additional commitment for construction or operating funds for cultural activities is encouraged and will be negotiated as part of the overall Agreement for Disposition of Land between Agency and Developer. Any such additional contribution will be a factor in determining land price (see Disposition Value and Terms).
5. The developer will be responsible for the construction and development of all aspects of the program for Parcels 1, 2 and 3, including site preparation, parking, plazas, pedestrian linkages, BART connection, and the commercial facilities. Responsibilities do not include new curbs, gutters, sidewalks, street trees, and street lighting, within the public right-of-way, which will be undertaken by the Agency.
6. The developer shall undertake a sequence of development which provides for simultaneous development of Parcels 1 and 2 and the Agency also desires simultaneous development of Parcel 3. However, phased development of the Parcels may be considered.
7. Following selection, the Developer will comply with the Agency's Affirmative Action Requirements regarding submission of an Affirmative Action Program. The Affirmative Action Requirements are included in the "Additional Data Available."
8. During leasing of the Mixed-Use Development, the Developer will comply with the Agency's Business Preference Program, a copy of which is included in the "Additional Data Available." This program requires the Developer to give priority consideration to businesses that have been displaced from Yerba Buena Center (YBC), to the extent compatible with the proposed development and to the extent that space is available for rent.

Disposition Value and Terms

1. The Agency will entertain either the purchase or lease of Parcels 1 and 2. Parcel 3, the rooftop of the Moscone Convention Center, must be subleased to the developer due to certain legal restrictions of the bond financing and lease to the City for the Moscone Convention Center's construction.
2. Disposition price or lease and sublease terms will be determined during the period of Exclusive Negotiations, and may include a formula which reduces the developer's risk during the early years of the development and provides for increased payments over time, calibrated to sales volumes, net income, or other yardstick. The Agency will endeavor to negotiate an agreement that will allow the developer to move forward by affording reasonable protection to the lender consistent with the Agency's financial obligations to HUD requiring the repayment of loans with land proceeds. The final price agreed upon will take into account the economics of the individual uses and the total commitment of developer dollars — on a capital or ongoing basis — to any non-income producing uses within the Site.
3. The Agency and City will retain ownership of the property until the developer is ready to begin construction. During Exclusive Negotiations the Agency and developer will negotiate the schedule for the sale or lease and development of the Site.
4. The rooftop of the Moscone Convention Center is leased by the Agency to the City of San Francisco, and due to certain provisions of the master lease and bond sale that financed the construction of the Center, the rooftop must be subleased rather than sold. The Board of Supervisors is responsible for the Moscone Convention Center and has delegated the administrative responsibility to the Chief Administrative Officer (CAO). The Agency and the CAO have entered into an Agreement which gives the Agency the lead responsibility to obtain a developer for the rooftop as part of the integrated development of Parcels 1, 2 and 3. This Agreement is currently in effect until May 1980, and is subject to modification regarding timing and Parcel 3.
5. The developer may joint venture or enter into other relationships for the implementation of this development. However, the Agency is seeking a master developer; i.e., one development entity for the total Site and will seek controls

during negotiations that will result in the developer having long range responsibility and control for the total development program and Site.

6. The developer will provide to the Agency upon approval of the LDA a deposit amounting to 10% of the land value negotiated. This deposit shall be held by the Agency until completion of the development and will not be applied to purchase or lease payments.

Agency and City Nonliability and Related Matters

1. No Representation Warranties

All facts and opinions stated herein and in the Additional Data Available including but not limited to statistical and economic data and projections are based on available information and no representation or warranty is made with respect thereto.

2. Agency Discretion, Non-Liability, Waivers and Hold Harmless

The Agency's rights and the Agency and City's non-liability with respect to the Mixed-Use Development Program, this RFQ, to responses thereto and with respect to other matters, and also waivers, hold harmless provisions and other matters which are required of the Developer as part of the Developer's response to the RFQ are set forth in detail in the Offer to Negotiate Exclusively which is a document a Developer must execute and submit to the Agency as one of the Submission requirements. Your attention is called to that document. Read it carefully.



Submission Requirements

Each developer who responds to the RFQ is required to provide the following. In order to facilitate review by the Agency please submit materials in keeping with this format identifying each item by number and letter.

1. Statement of Qualifications—20 Copies, each numbered serially
 - a. Identification of the type of legal entity with whom the Agency would contract.
 - b. Identification of the developer, including all joint venture or limited partners and the percentage of interest.
 - c. The developer's previous relevant project experience (including joint venture partners); photographs, brief description of projects (date, location, concept, land uses, size, construction cost, role of development entity, etc.).
 - d. The developer's previous experience in on-going management and operation of facilities with uses similar to that of the Mixed-Use Development Program (including joint venture partners).
 - e. Evidence that developer (including joint venture partners) has financial capability to carry out proposed commitments. The developer's two most recent audited financial statements must be submitted. TO BE SUBMITTED CONFIDENTIALLY UNDER SEPARATE COVER. (3 copies only, each numbered serially.)
 - f. Organizational and management approach, and role of each development partner and major consultant, in the implementation of the development.
 - g. Identification and role of key individuals in the development team who would be involved in the implementation, including their background experience.
 - h. Identification and experience of key consultants, with emphasis on planning, architecture, and urban design. Provide previous relevant experience, description of projects, and role of consultant. (If in-house, provide similar detail.)
 - i. Developer references.
2. Name and relationship of any real estate broker qualifying for the Finder's Fee stipulated under "Selection Procedures," Item 8.—1 copy.
3. Signed Offer to Negotiate Exclusively for a 180-day period

(in the form provided in the "Additional Data Available").—1 original and 1 copy, each executed.

4. Cashier's check or Certificate of Deposit made payable to the San Francisco Redevelopment Agency in the amount of \$25,000 shall be submitted to the Agency with the response to the Request for Qualifications as a deposit. The Agency shall return this deposit upon the Agency's rejection of all Offers to Negotiate Exclusively or the acceptance of one such Offer, to all developers except the one with whom the Agency enters into Exclusive Negotiations. The \$25,000 deposit may be applied to the fee to be paid by the successful developer with whom the Agency enters into Exclusive Negotiations.

Any additional information that the developer wishes to submit may be attached in the form of appendices. Statements should be complete but as BRIEF as possible. **No** physical planning, architectural or program material will be accepted by the Agency.

Developers are encouraged to submit questions or comments to Agency Staff regarding this Request for Qualifications at any time, from date of developer receipt of this RFQ through the RFQ response date. Questions should be directed to Ms. Hopkinson at (415) 771-8800, 939 Ellis Street, San Francisco, CA 94109. Developers are also encouraged to meet with Ms. Hopkinson to discuss the program and their qualifications.

The developer, by submitting a response to the Request for Qualifications, waives all rights to protest or seek any legal remedies whatsoever regarding any aspect of this Request for Qualifications, the Agency's selection of a developer with whom to enter into Exclusive Negotiations, the Agency's rejection of any or all Offers to Negotiate Exclusively, and any subsequent LDA that might be entered into as a result of this Request for Qualifications. This waiver is, and other waivers are, set forth in detail in the Offer to Negotiate Exclusively to which reference is hereby made.

All responses to the Request for Qualifications are to be submitted in the number of copies indicated to the San Francisco Redevelopment Agency, Attention of Ms. Judith Hopkinson, Director of Development, 939 Ellis Street, San Francisco, California 94109, so as to be received by 5 p.m., June 4, 1980.

Selection Criteria

The Agency intends to select a developer with whom to enter into Exclusive Negotiations based on information submitted by the developer; interviews; investigation of the developer projects, history, and performance in previous undertaking; and other pertinent factors. The following criteria are those that the Agency intends to use in evaluating the developers submitting responses to the RFQ.

1. Developer Experience

A. Major Mixed-Use Projects involving

- (1) recreation/entertainment uses with large open public areas
- (2) hotels
- (3) retail facilities and centers
- (4) office buildings and complexes

B. Development and Operation of Joint Public/Private Projects

C. Success of Comparable Undertakings Related to the following:

- (1) Economic success (high occupancy, high quality tenancies, favorable refinancing, experience or prospects, etc.)
- (2) Overall architectural and landscape design quality
- (3) Successful operation in urban settings, with emphasis on quality maintenance
- (4) Social/cultural environment; ability to attract patronage from diverse, multicultural groups

D. History of Retaining Projects as Investments

E. Current Relationships with Major Operators

F. Timeliness of Performances

G. Delivers Product Initially Represented

2. Management Experience of the Key Use Categories

- A. Management success in comparable undertakings
- B. Experience in operating developments in urban settings
- C. Success in achieving high quality project maintenance standards

3. Project Architecture/Planning/Design Experience

- A. Major Mixed-Use Projects
- B. Joint Public/Private Projects

- C. Overall Architectural and Landscape Design Quality
- D. Projects in Urban Settings

4. Financial Capability of Developer

- A. Ability to raise equity/debt dollars, including current relationships with major lenders.
- B. Ability to provide for operation and maintenance.
- C. Resources and tenacity commonly referred to as "Staying Power"

5. Organization/Management Approach

- A. Clear lines of responsibility within the developer's organization that the Agency can rely on to be responsive and effective.
- B. Approach workable in the private market place.

6. Willingness to Comply with Affirmative Action Program

- A. Submittal of required statement in the Offer to Negotiate Exclusively.

7. The Individual Qualifications of the Development Team and Key People Related to the Following

- A. Deal-making talent
- B. Financial talent
- C. Marketing talent
- D. Management talent

8. Other factors as appropriate for specific development information submitted.

Selection Procedures, Negotiation Process, and Schedule

1. **The Agency will review the responses** to the RFQ and may meet with all or any of the developers and may also request that developers clarify, supplement or modify certain aspects of the information submitted. The Agency Commission, on the advice of staff and upon consultation with the Chief Administrative Officer (CAO), may then select a limited number of developers with whom further discussions may then proceed. The Commission may then request that developers clarify, modify, supplement or provide additional information regarding various aspects of the material submitted and make a presentation to the Agency Commission. The Commission upon receipt of Staff's evaluation and after consultation with the CAO may then select a single developer by acceptance of an Offer to Negotiate Exclusively. As noted elsewhere, all Offers may be rejected at the discretion of the Agency. Programmatic information and design data will not be requested during this process.
2. **Following selection** of the developer by the Agency through the Agency's acceptance of the developer's Offer to Negotiate Exclusively, the developer will be required to pay a \$250,000 fee for the right to so negotiate with the Agency for 180 days. This fee shall be in the form of cash or a certificate of deposit made payable to the Agency and shall be retained by the Agency, except that: (1) if the developer and the Agency negotiate and thereafter enter into an Agreement for the Disposition of Land (LDA) for the Site, and such LDA for Parcels 2 and 3 conforms to the "Desired Development Program" with modifications as may be agreed by the Agency, then the \$250,000 fee will be returned to the developer upon payment of the deposit required upon entering into the LDA; or (2) if the Agency fails to approve such LDA for any reason other than conformance to the "Desired Development Program" for Parcels 2 and 3, then the fee shall be returned to the developer. Determination of conformance to the "Desired Development Program" shall be in the sole and absolute discretion of the Agency. The "Desired Development Program" is detailed in Table 2 of this RFQ. Extensions of the Exclusive Negotiations may be granted by the Agency. A fee for each extension of the period of Exclusive Negotiations will be \$25,000 for each month extended, payable in advance. Extension fees will be retained or returned on the same basis as the \$250,000 fee.

3. **During the period of Exclusive Negotiations** the developer will:

Explore feasibility of the total development program and prepare a detailed development program for Parcels 1, 2 and 3.

Prepare a Master Plan and basic concept drawing.

Prepare an implementation program including scheduling and phasing.

Negotiate in good faith the terms of the Agreement for the Disposition of Land (LDA) between the Agency and the developer. Approval of City is required for the lease of Parcel 3.

The LDA is an agreement that details the responsibilities of the Agency and the developer, the method and amount of the sale and/or sublease, approval of the design by the Agency, and all other terms and conditions of the lease or sale. A sample LDA is available for review as part of the "Additional Data Available".

During Exclusive Negotiations the developer will be expected to meet with the Agency Commission and other involved officials to explain the status of the efforts being undertaken during Exclusive Negotiations and discuss the various aspects of the program, planning and design efforts. The Commission will be interested in the program, planning and design efforts for the total Site, but will be especially sensitive to the approach and progress on Parcel 2.

4. **The nature and type of development**, all drawings and specifications, and all required agreements between the Agency and the developer, are subject to approval of the Agency Commission.

5. **Schedule**

The Schedule is anticipated to be as follows:

- Agency issues Request for Qualifications April, 1980
- Developer response due, 5:00 p.m. June 4, 1980
- Agency review of Qualifications June, 1980
- Preliminary interviews and requests for any clarifications of material. Possible preselection of limited number of developers June, 1980

List of Additional Data Available

A PACKET OF THIS ADDITIONAL DATA MAY BE PURCHASED FROM THE REDEVELOPMENT AGENCY FOR A FEE OF \$100 UPON RECEIPT BY THE AGENCY OF A LETTER AND CHECK.

- Preparation by developer of clarifying information mid June, 1980
- Agency review of clarifying materials late June, 1980
- Possible presentations to Commission late June, 1980
- Selection of developer and entering into Exclusive Negotiations. Developer payment of \$250,000 fee
- Period of Exclusive Negotiations early July, 1980
- Execution of Land Disposition Agreement between Agency and Developer July-December, 1980
- January, 1981

6. **Please see** the Offer to Negotiate Exclusively for detailed requirements, nonliability provisions and other matters.

7. **Finder's Fee**

The Agency will pay a Finder's Fee in connection with the Mixed-Use Development in the amount of \$100,000. This fee shall be paid to any licensed real estate broker who is responsible for bringing this development opportunity to the attention of the developer which the Agency selects to enter into Exclusive Negotiations and to execute a Disposition Agreement, and to whom it sells the Site. In order to be eligible for a Finder's Fee, the broker must make the initial introduction in person of the developer to the Agency, and present a letter from the developer indicating the developer is represented by the broker. The Finder's Fee will only be paid as follows: \$25,000 when the Agency enters into an LDA; \$75,000 when the Site is sold. If the Site is sold or leased in phases, then the \$75,000 will be paid in amounts corresponding to the value of property sold and the total value to be sold or leased. If any portions are not sold or leased, then the Finder's Fee for that portion shall not be paid. Determination regarding eligibility for the Finder's Fee shall be at the Agency's discretion.

- Affirmative Action Requirements
- Agreement for the Disposition of Land (LDA) Prototype
- Business Preference Program
- Cooperation Agreement Between the Agency and the Chief Administrative Officer of the City
- Environmental Impact Report Summary
- Jessie Street Substation Rehabilitation Report
- Operators/Entrepreneurs List
- Moscone Convention Center Bond Prospectus
- Moscone Convention Center Brochure
- Moscone Convention Center Construction Documents, Selected Portions
- Offer to Negotiate Exclusively
- Parking Data
- Photographs of Jessie Street Substation, Mercantile Building, St. Patrick's Church and Market Street environs
- Redevelopment Plan, Yerba Buena Center Redevelopment Project
- San Francisco Economic and Population Statistics
- San Francisco Hotels List
- Site Plan of Convention Center Rooftop Utility Locations and Pedestrian and Vehicular Access Points
- Urban Design Studies for the Yerba Buena Center Project prepared by Skidmore Owings & Merrill
- Urban Design Studies prepared by Richard Gryziec for Parcels 2 and 3
- Uses for Parcels 2 and 3
- Additionally, the Environmental Impact Statement, Environmental Impact Report and Report on Historic Cultural Resources are available for review at the Agency's offices

Yerba Buena Center Consultants:

Richard Gryziec, Architect/Planner
Concept Originator and Urban Design
Consultant for Parcels 2 and 3

Economics Research Associates, Inc.
Economists for Parcels 2 and 3

Keyser Marston Associates
Consultants to the Agency on
Developer Economics

Design Director: Karen Owens
Design/Production: Robert Kwong
Photography:
All photos by Ronald Hammers with the
exception of the following:
cover; page 6; page 14: Aero Photographers, Inc.
page 17 (aerial photo): Air Photo, Inc.
page 19, left: The Image Bank West
Page 28: San Francisco Convention and
Visitors Bureau

FOR INFORMATION CONTACT:

JUDITH L. HOPKINSON
Director of Development
San Francisco Redevelopment Agency
939 Ellis Street
San Francisco, California 94109
(415) 771-8800

